

# Performance Management Training



# Participant Workbook

Presented by:
Kansas Department of
Administration
Office of Personnel Services

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## Training Purpose

To equip supervisors and managers within the State of Kansas workforce with the knowledge needed to complete the components of the Performance Management Process and to become familiar with the new Performance Review Form.

## Training Objectives

As a participant you will......

- Become familiar with the new Performance Review Form
- Understand the components of the Performance
   Management Process (PMP)
- Learn how to utilize Special Reviews
- Be able to document incidents
- Acquaint yourself with progressive discipline

## What are the PMP components?

- 1. Performance \_\_\_\_\_
- 2. \_\_\_\_\_ and Feedback
- 3. Reviewing and \_\_\_\_\_\_ Performance



## **Performance Planning**



Task Objectives & Competencies/Behaviors

Results— Objectives (WHAT)

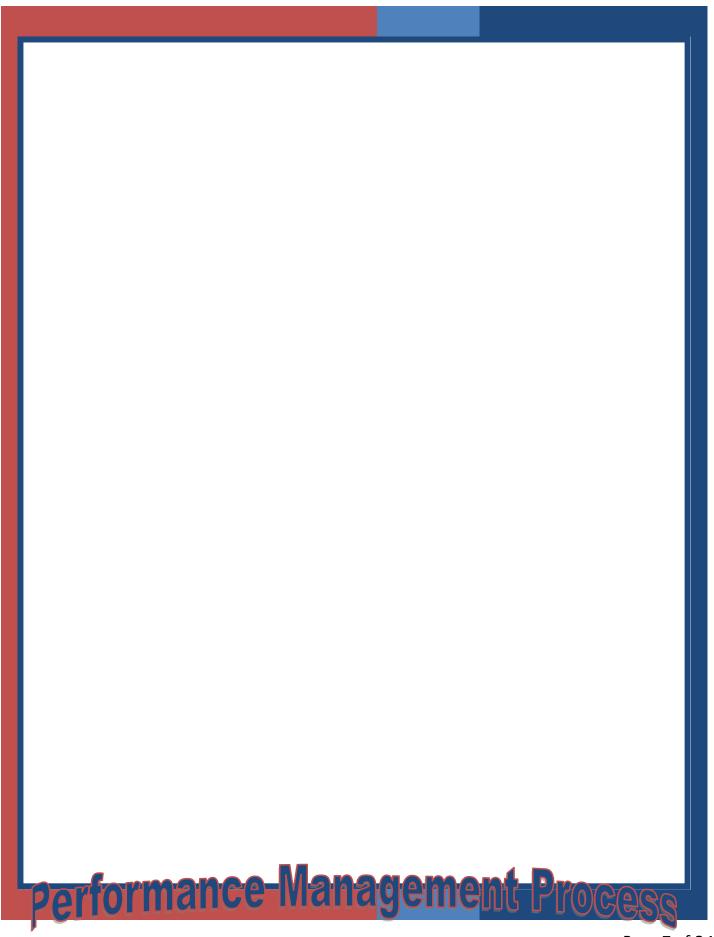


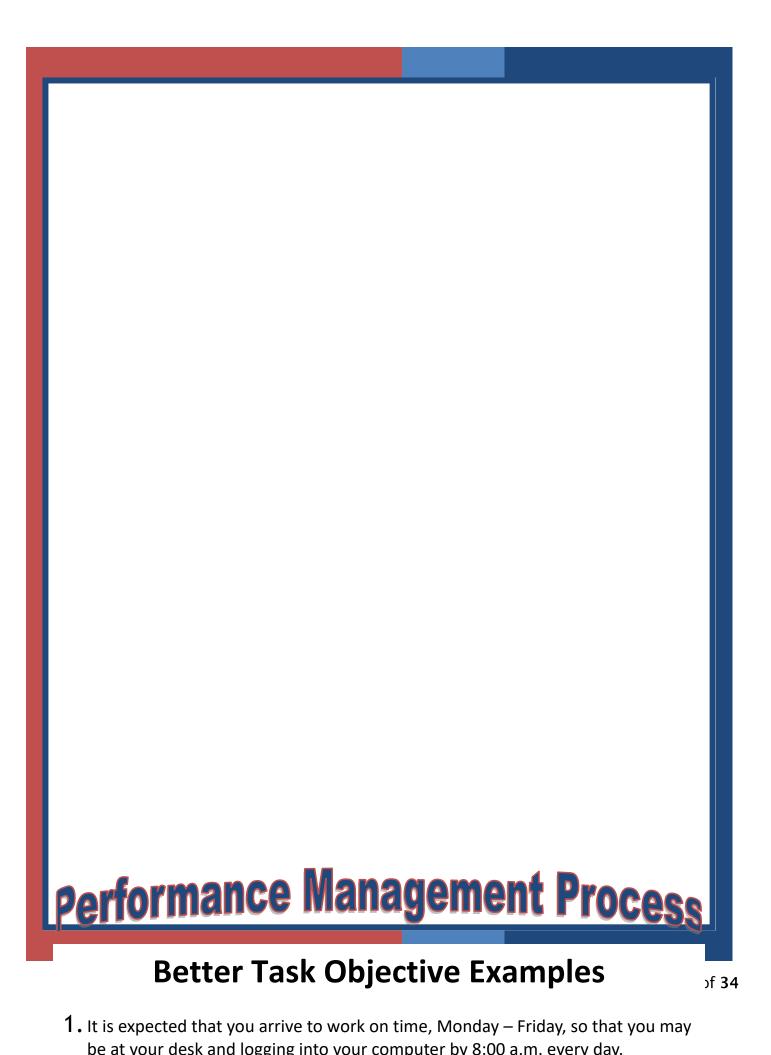
Behaviors or Competencies (HOW)

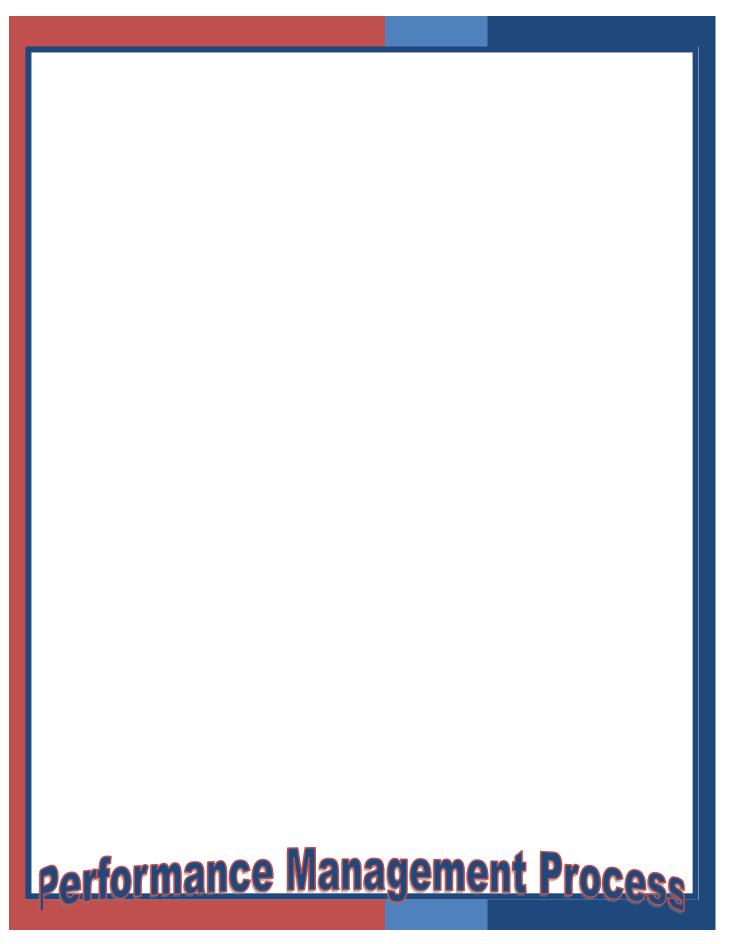
## Why Have a Planning Discussion?

- Motivate the employee toward \_\_\_\_\_\_ agreed objectives
- Address \_\_\_\_\_ an employee is to achieve (task objectives) and \_\_\_\_\_ it is to be achieved (competencies)
- 3. Link the agency's \_\_\_\_\_ and values to specific employee objectives
- 4. Jointly set objectives that are challenging yet realistic
- 5. Foster open communication between supervisor and employee as a foundation for effective coaching









Write one SMART Task Objectives:

#### **SMART**

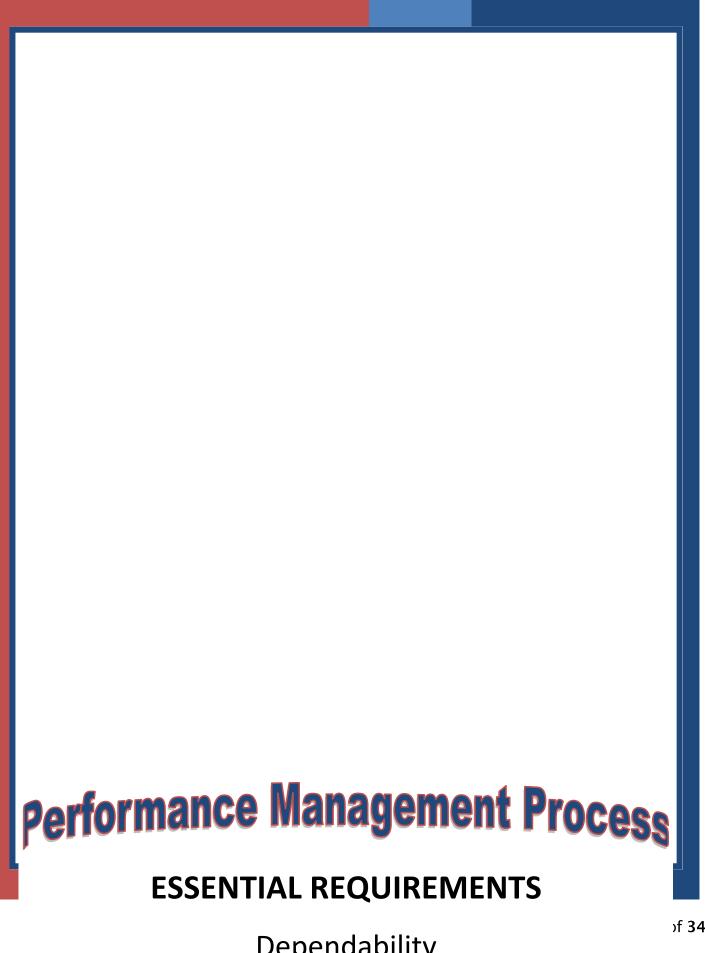
Specific, Measurable, Attainable, Relevant and Time based

## <u>Performance Management Process</u>

## **Competencies/Behaviors**

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Competencies are any knowledge, skill, trait,



An Unsatisfactory rating in Dependability or Agency Values will result in an Overall Performance Rating of Unsatisfactory.

## **Performance Management Process**

#### **Determining Dependability**

#### Attends work regularly and on time:

- Does the employee report to work on time?
- When late or tardy does the employee follow established guidelines?



**Determining Agency Values** 

#### Demonstrates personal integrity and ethical behavior:

• Does the employee act with integrity, honesty, sincerity and

## **Competencies/Behaviors Examples**

Competency/ Behaviors	On-the-Job Suggestions/Examples	
	I encourage you to take more initiative to resolve problems. Use and update your work manual to assist you in resolving problems. Every time a procedure	
Problem Solving/	changes or is not clear in the manual take the time to	

# **Performance Management Process** Write one Competencies/Behaviors:

#### **8 Competencies**

- 1. Problem Solving/Decision Making
- 2. Attitude/Accountability
- 3. Productivity
- 4. Teamwork
- 5. Customer Service
- 6. Communication
- 7. Job Knowledge/Professional Development
- 8. Leadership

## **Performance Management Process**

#### Performance Planning Steps

1. Task Objectives

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5. When must it be completed?

Between October 1st and December 31st.

# Performance Management Process



#### **Coaching & Feedback**

Day to day process of communicating with employees to give feedback, reinforce effective performance & to help improve performance.

#### When should you give coaching guidance?

- 1. New employee
- 2. Significant change in work
- 3. Increased workload
- 4. Changed priorities and work conditions
- 5. To reinforce positive behavior
- 6. To address performance problems
- 7. When more guidance is required
- 8. To discuss barriers to successful performance

## Performance Management Process

### **Coaching & Feedback**

#### What makes up good feedback?

1.	: The feedback is delivered as close as
	possible to the situation to ensure maximum
	understanding

## **Mid Year Review**

#### What is required?

- 1. Discuss employee's progress towards meeting expectations
- 2. Document for PMP file
- 3. Signature
- 4. April 1st –June 30th



#### **Annual Review**

#### What is required?

- 1. Task Objectives
- 2. Competencies/Behaviors
- 3. Essential Requirements
- 4. Areas of Strength(s)
- 5. Areas for Development
- 6. Other Evaluation Comments
- 7. Goals/Objectives/Expectation for next year
- 8. Overall Rating
- 9. Signatures
- 10. October 1<sup>st</sup> December 31st employee's



#### **Overall Rating**

#### **Exceptional (EX):**

Performance far exceeded expectations

#### **Exceeds Expectations (EE):**

Performance consistently exceeded expectations



# **Performance Management Process Overall Rating**

How can you track performance?

#### **Focal Points**

- Performance Planning
   (October 1<sup>st</sup> thru December 31<sup>st</sup>)
- Mid-Year Discussion (April 1<sup>st</sup> thru June 30<sup>th</sup>)



#### **KOSE Requirements**

MOA: Article 15: Performance Evaluation

- 1. Performance expectations must be related and shall be specific, attainable, relevant and fully consistent with an employee's duties as identified in his/her job description.
- 2. Employees shall be made aware within \_\_\_\_ calendar days from the date of discovery of any adverse info that may be used on the PRF and offered a chance for

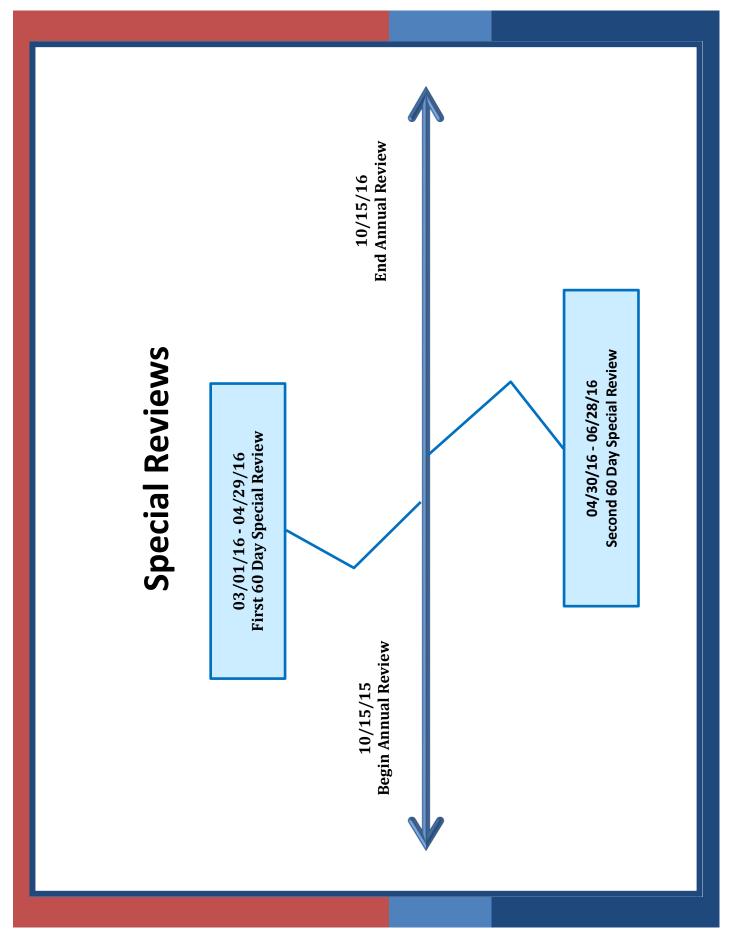


#### **Special Reviews**

K.A.R. 1-7-10(a)(5) an appointing authority may conduct a special performance review for any employee at any time under the PMP.

### Steps to take to begin a Special Review:

1. Decide upon time frame of 30, \_\_\_\_ or 90 days.



## **Special Reviews**

#### Steps to take during a Special Review period

- 1. During the Special review period meet with the employee \_\_\_\_\_.
- 2. \_\_\_\_\_ any instances of employee not meeting your expectations.
- 3. Follow up meeting with email to document conversation.

#### **Review Appeals**

KAR.1-7-11(a): Any classified employee who receives a performance rating that is lower than the highest possible rating may appeal that rating if the employee meets either of the following conditions:

- (1) The employee has permanent status, including an employee with permanent status who is serving a probationary period due to a promotion.
- (2) The employee is serving a probationary period due to a rehire on the basis of reinstatement.

#### **Appeal Steps:**

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1. Employee submits appeal to the agency Appointing

### **Review Appeals**

Information considered by appeal Committee:

- 1. Was the employee given a PRF and was the process followed correctly and timely?
- 2. Was the employee made aware of deficiencies in either behavior or work performance?
- 3. Was the employee given an opportunity to improve those deficiencies?
- 4. How were errors or mistakes made communicated to the employee?

## **Documenting Incidents**





F – FACTS (What, When, \_\_\_\_\_ & Who)

~What happened? ~Where did it happen ~When did it happen? ~Who was involved?

## O – OBJECTIVES (Defined \_\_\_\_\_

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"What are the performance expectations and when were they communicated to the employee?

#### **Document All Discussions**

Mary,

On March 5th we met to discuss an incident that took place earlier in the day where you used foul language in an abrasive tone of voice towards a coworker in a public part of the office which left the co-worker feeling very upset. We read over KSA 75-2949(e) that Failure to maintain satisfactory

grounds for discipline. If a situation like this happens

that you will be disciplined and that will go in your official personnel file 30 of 34

Thank you, Supervisor



## **Progressive Discipline**

- 1. Verbal Counseling
- 2. Written Counseling
- 3. Written Reprimand
- 4. Proposal of Suspension
- 5. Proposal of Demotion
- 6. Proposal of Termination

**NOTE:** Suspension, Demotion and Termination of *Classified* employees may be appealed to the Civil Service Board.

K.S.A. 75-2949d (a) A permanent employee in the classified service under the Kansas civil service act may be dismissed, demoted or suspended because of deficiencies in work performance as provided in K.S.A. 75-2949e or because of personal conduct detrimental to the state service as provided in K.S.A. 75-2949f or because of both such reasons. In all such cases, the provisions of K.S.A. 75-2949, and amendments thereto, shall apply.

# Performance Management Process www.da.ks.gov/pmp

#### Required Form

· DA244 Performance Review Form (PRF)

#### Supplemental Forms (Optional - Agency Discretion)

- PRF Signature Page
- · Coaching/Feedback Documentation Form
- · Mid-Year Discussion Documentation Form

#### Presentations

- · Performance Management Training
- · Participant Workbook

#### FAQ/Tools/Helpful Information

Performance Review FAQs

Performance Review Form Completion Walkthrough/Help Application (Lectora application (.exe))

--\* Download the file by right clicking the link and

